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Ordn.

Organization &
Management

19 January 1955

MEMORANDUM FOR THE RECORD:

SUBJECT: Policies in the Agency With Which the Logistics Office Does Not Agree

1. In compliance with your verbal request, the following items are submitted as policies that are objectionable to the Logistics Office and are instrumental in hampering its functions.

a. Assignment of personnel to perform logistics functions outside the Logistics Office is made by other elements of the Agency which frequently results in the assignment of unqualified and inexperienced personnel. In addition, qualified Logistics personnel assigned to DD/P elements, both in the ZI and overseas, are subject to complete DD/P control. Preferred modifications to this policy would include:

(1) Assign Logistics Office review responsibility over the establishment of slots for all logistic support functions.

(2) Assign Logistics Office primary responsibility for assignment of personnel to fill all such slots.

(3) Give Logistics Office and Logistics Career Service Board full control over Logistics personnel returning from duty overseas.

(4) Give Logistics Office and Logistics Career Service Board authority to reassign Logistics personnel performing logistics functions in elements outside the Logistics Office at Headquarters.

(5) Authorize Logistics Office T/O increase for purpose of establishing a personnel training pool. Logistics personnel returning from overseas as well as Logistics Office personnel taking extended training and/or scheduled for overseas assignment would be

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transferred to this pool. This would permit greater utilization of training opportunities without handicapping normal operations as well as establish better mechanics for reassignment of Logistics Career Service employees.

b. The placing of responsibility on DD/P-Admin for insuring the support of all projects, plans and programs. Recent move to transfer this function to the DD/A should correct many deficiencies caused by this organizational structure and bring about closer coordination between area logistics elements and the Logistics Office. This should facilitate more effective centralized logistics control. Some of the objectional features of present functions are as follows:

- (1) Projects are approved without adequate logistics annexes, resulting in unrealistic materiel requirements and incomplete budget implications.
- (2) Administrative plans with logistics annexes are not always submitted to Logistics Office for review and concurrence prior to final approval.
- (3) Area Divisions inadvertently impose a handicap to complete utilization of Logistics Office facilities by withholding pertinent and essential information regarding some support operations. The "need-to-know" policy is imposed effectively within the Logistics Office organization but should not be utilized to exclude the Logistics Office in its entirety.
- (4) Present regulations prevent direct contact between the Logistics Office and the field operating elements on logistics matters except through DD/P command channels.
- (5) At present the Logistics Office can only give technical advice to field depots. This policy should be modified to establish Logistics Office responsibility for technical control of field depots.

c. Policy on world-wide construction matters needs revision in the following categories:

- (1) Communication between field and Headquarters re construction:

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Channeling of communications between field and Headquarters on approved construction projects for purposes of interchanging technical information and issuing instructions on matters arising during work are cumbersome and inefficient. This includes coordinating and effecting required changes and receiving and acting on reports. Authorization of direct communication between Resident Engineer at the site and Logistics Office as well as authorization for Logistics Office to release communications on construction matters would correct present shortcoming.

(2) Assignment of Engineering and Construction personnel to field:

Existing policies require that Logistics personnel who are sent overseas as Resident Engineer on construction projects be assigned to a T/O slot of the area command. Under this arrangement, when controversial matters of policy arise involving Headquarters, field, and/or cover activity conducting construction, the Resident Engineer is placed in an untenable position. In addition, it is possible that the intended assignment may become secondary to other duties and responsibilities assigned in the field, thus limiting effectiveness in construction matters. Assignment of engineering and construction personnel should be made against an authorized Headquarters T/O with authorization given to handle assignment on a basis comparable to PCS rather than TDY.

d. The policy of allocating funds for supplies and equipment to the Area Divisions and subsequently releasing such funds to the Logistics Office on a piecemeal basis is cumbersome. Pooling these area funds for supplies and services at the beginning of the fiscal year and committing the total amount to Logistics Office at that time would permit more effective planning of a realistic supply and procurement operation.

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2. In telephone conversation of 19 January 1955 between [REDACTED] Office of Inspector General, and [REDACTED] stated that the information contained in this memorandum was not wanted at this time by the Inspector General.

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[REDACTED]
Chief, Technical Review
and Policy Staff

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